

# **HUMAN RESOURCE FOCUS**

Intentionally Left Blank

USAG understands the direct and powerful link between employee satisfaction and mission accomplishment. Our service members and civilians are our most valuable resource and the key to making the USAG vision a reality. The USAG Human Resource philosophy is best stated, "With a ready workforce, success follows."

The Human Resource Development (HRD) Plan (see Section 2) provides the framework to develop and utilize the full potential of our workforce. The plan is a comprehensive and systematic approach to building and maintaining a work environment conducive to performance excellence, full participation, and personal and organizational growth.

**5.1a(1)** USAG recently established a Directorate of Human Resources (DHR) similar to an IMA configuration. The DHR empowers leaders to place greater emphasis on our most valuable resource and provides them authority and responsibility to design, organize and manage their work areas more effectively. This change will facilitate expeditious interaction with higher headquarters whether MEDCOM, Northeast Regional Office (NERO) or IMA Headquarters.

**5.1a(2)** USAG Regulation 690-300 outlines the civilian personnel management process. It reinforces the concept of fair and equitable treatment, as all personnel actions follow the same process. Figure 7.6.6 depicts the diversity of the USAG workforce. In an effort to promote diversity, the USAG hosts Installation-wide events celebrating various ethnic and cultural awareness (i.e., Black History Month, Disability Awareness Month, Women's History Month, etc.).

Figure 3.3 provides a list of our customer information sharing channels. It is through these processes that we are able to tap into the distinct cultures, ideas and thoughts of our extremely diverse Installation stakeholders and members of the surrounding communities.

**5.1a(3)** The work force receives information through a variety of media (Figure 1.1). All USAG personnel are encouraged to participate and learn about developments and issues first hand (please refer to our information sharing processes listed in Figure 3.1). In our MWR facilities, personnel are cross-trained to assist when needed to operate and maintain programs outside of their area of expertise (i.e., the sports personnel can open and staff the auto craft shop). The recreation delivery system team, made up of personnel from all of the MWR activities, plans and coordinates Installation-wide special events such as Fall Fest, and Armed Forces Day. This cross training and job swapping ensure the workforce maintains flexibility to triumph over adversity, but more importantly it ensures continuity for the customer.

The Fort Detrick web page has timely information. It provides information about the Installation and the Frederick community, such as closings, cancellations, or late openings. Also located on the Fort Detrick web page is

the USAG Intranet, which provides employees with access to the following: committee minutes and meeting notices, unit training information, policy letters, local regulations, links to Federal, DOD, and Army Regulations, etc.

Service members and civilians require access to the numerous systems established by the Army and other organizations. USAG, being a modern work environment, provides employees access to personal computers (PC) and Internet to facilitate efficiencies and effectiveness. The USAG provides an LRC, Post Library, and DIS computer stations, giving access to those without individual desktop computers. The LRC and library have extended hours of operation and staff is available to assist users.

**5.1b** The USAG recognizes that continued improvement of performance requires on-going learning, job enrichment, and responsive customer service. USAG implements and follows the standard military and civilian performance evaluation systems. Beginning in FY05, USAG will track the percentage of evaluations completed on time utilizing an Executive Management System. Timely evaluations provide employees with recognition for their performance or address the need for improvement. Figure 7.4.12 reflects recognition and awards for civilians.

Fort Detrick Regulation 672-20 establishes the Employee of the Quarter program. This award recognizes an individual whose work practices and actions reflect Total Army Quality (TAQ), APIC, and customer service. Military and civilian employees nominate colleagues, and a committee of peers selects the winner.

**5.1c(1)** The Human Capital Plan will provide skill sets needed to ensure cross-functional work units and allow for expeditious recruitment and efficient use of personnel. Beginning in FY05, position descriptions will be reviewed at least annually by supervisors and mission essential skill sets will be identified for use in cross training, career development and recruitment.

**5.1c(2)** The USAG reduces barriers to productivity, improves flexibility, and fosters cooperation by utilizing Army systems as a foundation and verification of our MEO process. We developed more standardized, generic, and interdisciplinary job descriptions to increase flexibility, responsiveness and assist employees with career opportunities. Our emphasis on cross training improved flexibility and reduced the time needed to respond to customers. (e.g., in the DIS, multi-skilled trades positions were created to better serve Installation customers and make the MEO more competitive. The result was a win for the workforce and better service to the customer.)

While we developed the MEO, constant thought was given to the existing workforce. USAG prides itself on consideration of others and made every attempt to minimize negative impact on the existing workforce. We took steps such as the Commercial Activities Review and Evaluation (CARE) Team and special training offerings to prepare for the MEO and assist the workforce.

**5.1c(3)** Quality services can only be delivered if the USAG maintains a leadership and workforce skill mix which is capable of adapting to changing requirements. To encourage and coach the current employees into becoming future leaders, the USAG Mentoring Program was developed. This program matches junior service members and civilians with leaders, associates and mentors, and persuades leaders to acknowledge and take initiative to assist and guide those seeking guidance.

As the USAG prepares for the future, we must look at gaps in positions and recruitment. By completing a Human Capital Plan, we will identify future vacancies based on retirements, position/intern completions, and other losses of personnel.

An important Army initiative re-established in FY 03 is mandatory training for managers and supervisors. Fort Detrick volunteered to host introductory supervisory training. In August 2004, a locally developed training course will be presented to new supervisors. This course will give newly assigned supervisors the needed tools for the everyday situations of personnel management. Eventually, the local program, with the Army centralized offerings, will give new leaders a map to training for advanced positions.

**5.2a** The basic USAG action plan is readiness for mission accomplishment which supports the Installation tenants and customers. As the first step, we identify the training requirements based on our strategic and individual performance plans. We then analyze established strategic goals giving the employee and/or strategic objective owner feedback or a benchmark for success. The results unite employees and managers toward improved future performance.

**5.2a(1)** An illustration is the 91W conversion and USAG's response. The Army greatly enhanced and redefined the combat medic -- the 91W Health Care Specialist. The initial mission was to train highly skilled Health Care Specialists who are National Registry Emergency Medical Technician (EMT)-B certified and possess the necessary medical skills to deliver specialized health care on the battlefield. The Army performance measurement was to have 50 percent converted by FY04.

Using state-of-the-art technology, the DCTEE achieved 89 percent. Service members receive the additional benefit for potential college credit. The program also offers Installation medical-related training to PMO personnel and civilians with requirements to be Cardio-Pulmonary Resuscitation (CPR) trained and ready.

**5.2a(2)** Newcomers' Briefing for service members, civilians, and their families assists with transitioning into the Fort Detrick and USAG community. This information session covers the many services and programs available to the arriving service member, family member, or employee. Figure 5.1 shows the organization and the related programs covered at the briefing.

USAG has a proactive safety and environmental posture and identifies potential hazards, inferior and substandard work habits or facilities, and corrects them. As a team, offices such as Installation Safety, Industrial Hygiene, Environmental Management, Family Support, Community Counseling, Provost Marshal, Fire Services, Inspector General and Housing work to maintain a safe and healthy community.

**5.2a(3)** Our military personnel have clear training progression supported by such programs as the Noncommissioned Officer Education System (NCOES) and the Army Continuing Education System (ACES). Our civilians rely primarily on TAPES to obtain employee and supervisor input for the design of education and training in support of our organizational objectives. Supervisors and employees develop IDPs through periodic performance counseling. These plans clarify organizational requirements and balance and support individual goals. The IDP process identifies individual, work group and corporate training needs.

**5.2a(4)** An example of a recent initiative is the response to preparing the workforce to meet the performance work statement (PWS) of the MEO. Employees working in the DIS needed to have multi-trade skills to meet future organizational objectives. In an effort to support the workforce and meet the USAG needs, several evening programs were developed to train workers in alternate trade skills. The result is a workforce prepared to meet the mission requirements.

**FIGURE 5.1**

ORGANIZATION	SERVICE/PROGRAM
SJA	Ethical Business Practices
DCTEE	Management and Leadership Development
EO/EEO	Diversity
Safety	Unit, Employee, and Community
MWR	Well-Being Programs and Services
Health Clinic	Service Member and Family Services

**5.2a(5)** The Hazardous Materials Transportation Training and certification is provided in the LRC in the form of computer based training (CBT) modules and extensive objective-type testing. Military must have this training prior to transporting ammunition and other types of explosives.

**5.2a(6)** Employees and their supervisors provide written course evaluations. Requests for repeat and/or subsequent courses by stakeholders are indicative of successful training and improved performance.

**5.2b** During the CA Study, in an effort to accommodate USAG civilian employees who might be downgraded or separated from their positions, tuition assistance (TA) was offered. The USAG, anticipating the negative impact of the CA Study, planned and assisted

any employee who wished to expand their opportunities by giving them up to \$4,500 for education and training. One hundred and seven employees took advantage of this tuition support.

During FY03, Fort Detrick issued TA to 808 soldiers for 41 colleges and universities. Pending availability of funds, a TA program will be offered in FY05 to encourage employees to prepare for hard-to-fill positions or positions with unique educational requirements.

As discussed throughout this section, USAG takes soldier and civilian readiness seriously. We use a wide variety of formal and informal mechanisms. Some of our formal and informal methods to help employees attain job and career related objectives are listed in Figure 5.2.

**FIGURE 5.2**

FORMAL	INFORMAL
Classroom training	Mentoring
On and off post college courses	Cross-training and on the job training
ACTEDS	Temporary assignments and TDY
91 W, military, and medical training	Individualized computer based or web based training
Army web-based systems	Personal enrichment – Post Library, LRC and at home
ATRRS	Conferences
Army Centralized Training – CFSC, AMSC, etc.	

**5.3a(1)** Through programs such as those listed in the table below, USAG provides a healthy environment. Offices that play key roles in creating this environment are Installation Safety Management

Office, Industrial Hygiene Office, Environmental Management, Family Support, DCTEE, Community Counseling, Provost Marshal, Fire and Emergency Services, and Housing.

### Our Work Environment

- Risk Management Process – Teams of supervisors and employees review tasks/operations or mitigate risks
- Civilian Resource Conservation Program – Team manages compensation cases to promote return to duty and manage costs to USAG
- Safety Award Program – Encourages safe work practices through positive reinforcement
- DCTEE – Trains soldiers and civilians meeting readiness
- Family Support – Sustains families freeing soldiers and civilians from worry and better able to focus on mission
- Housing – Provides affordable housing relieving financial worry and stress
- Safety Committees – USAG and installation committees provide format for employee and management involvement with the Safety and Occupational Health programs

The USAG Safety Office has moved from the role of enforcer to technical advisor with greater emphasis placed on program audits versus walk-through inspections. This change allows staff to work individually with organizations determining how safety programs and processes can better develop and integrate into mission requirements. The annual Safety Awareness

Month creates an opportunity for the Installation to be actively involved in information and education.

**5.3a(2)** Security, Plans and Operations maintains up-to-date contingency plans to include weather emergency preparedness and major disasters. The USAG recently completed 2 mock events to test the response times and readiness of the Installation and its

stakeholders. New requirements for stand-off parking have been implemented since September 2001 and we are beginning to bury communications and power lines in an effort make them more secure. Security upgrades are continually implemented/constructed at all access points. A tier of priority is established should an emergency or disaster happen. Access to the Installation will be limited. Only designated tiers will report.

**5.3b(1)** Figure 7.4.14 shows a comparison of FY03 Fort Detrick civilian employees' top favorable and unfavorable items with those of MEDCOM and Army. This comparison shows that the workforce issues at Fort

Detrick are similar to those experienced throughout the larger parent organizations.

We have determined that a critical area is satisfaction with career and promotions. The strong emphasis on our Human Capital Plan and continued emphasis on training, education and development will support these concerns.

**5.3b(2)** In addition to Army military and civilian personnel programs, Fort Detrick has many locally enhanced programs. This table shows some of these programs and the diverse workforce for whom they are tailored.

Locally Enhanced Programs				
PROGRAM	SOLDIER	CIVILIAN	FAMILY	RETIRES
Fitness Center & Sports Programs	X	X	X	X
Fort Detrick Post Library	X	X	X	X
Reenlistment/Retention	X			
Child Development Services	X	X		
Safety Awareness Month w/fair	X	X	X	X
School Age/Youth Services	X			
Volunteer Program	X	X	X	X
Awards for Military and Civilians	X	X		
Fitness - Firefighters & Police Officers		X		
Better Opportunities for Single Soldiers	X			
Individual Development Plan (IDPs)		X		
Healthy Work Place	X	X		
Alternate Work Schedule/Telecommuting	X	X		

**5.3b(3)** This table provides an overview of some of the methods we use to determine employee well-being,

satisfaction and motivation. See section 7 for additional statistics.

Formal And Informal Methods Used To Determine Employee Well-Being, Satisfaction And Motivation			
PROGRAM	FORMAL	INFORMAL	MEASURES
Accident Rate		X	Measures potential dissatisfaction affecting motivation & safety risks
Safety Audits		X	Measures potential dissatisfaction affecting motivation & safety risks
Army Climate Survey (Civilian)	X		Measures soldier and employee satisfaction
Commander's Comment Cards		X	Measures potential dissatisfaction affecting service & programs
Triennial CFSC Survey	X		Measures potential dissatisfaction affecting motivation & safety risks

**5.3b(4)** As described in Section 1, Leadership, the principal duty of the BOD is to serve as visionaries and provide guidance in the development and updates of the USAG's vision, goals, objectives, values and

expectations as implemented through the Strategic Plan. This is the completion of a plan-do-check-act cycle as illustrated in Section 2, Strategic Planning, and Figure 2.1.